

Assessment 2

Organizational Behavior

Individual Reflective Report

Date: 09/09/2021
Course: BA Business Management
Module: Introducing the Modern Workplace
Module code: LCBB4003

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Waitrose's profile and history, product/services, competencies, and market share



Introduction

Reflective learning is used to develop the writing performance and thinking method, more specifically to reveal the how and why of each action. This individual reflective report is using as a case study Waitrose to introduce the profile, history, products, and market share of the business. The company launched as a small grocery shop in 1904 and now is known as one of the foremost retail shops in UK. It was founded by Wallace Waite, Authur Rose and Dravid Taylor and since 1937 Waitrose begins to sell groceries under John Lewis Partnership. The company is employee-owned as they aim to guarantee everyone who works for them enjoys the experience and can be involved in the decision-making processes. Businesses demand to have solid culture so they can accomplish success and growth. Waitrose's multicultural society is a belief in quality, choice and customer service which makes them stand out from the other supermarkets gone for volume. This reflective paper will evaluate the research process and the time to bring together the report. It will further concentrate on the difficulties I experienced during the process, and it will create an understanding in what ways employees can be driven to reach targets and to build strong partnerships.

Individual Reflective Report

I have learnt about the profile and the past of Waitrose that as a strategic manager it is very important to follow the right motivational theories to be successful in the business world. Waitrose has a positive environment and the appreciation of its employees, supports the company so it can expand further and be successful in the upcoming years. Having a better organisational culture and structure is vital as Waitrose is consumer-oriented which means that customers are always the most important aspect for the business. The needs, demands and requirements of each consumer are looked carefully to make sure Waitrose has everything they need and require. The renovating and maintaining of the culture and structure is crucial for the stakeholders' demands and employees' motivation. The main findings of this report are the interpretation of the methods of the organisational behaviour and the skills a manager should have in Waitrose like communication, leadership, decision-making and social skills. Employees must be gifted, experienced and efficient and managers must be great leaders so they can control every project successfully and within deadlines. The organisational behaviour is the process where we need to make sure all members' behaviors are understated and projected for the organisation to be productive. After almost 2 weeks of effort, I would be honest that I now know how teamwork is done and more specifically how to be a leader. So, in this report I will try to include all emotions, conclusions and most of all, the knowledge that was gained during this task using the reflective cycle model by Gibbs (1988). The first action was to form our group, I was the one who took initiative and invited whoever wanted to join me in the team. Luckily quite a lot of people responded so I did pick the people which in my opinion will fit my group perfectly. Once I have formed my group, I created a private chat for us where we can communicate to each other. I tried to make sure everyone feels welcomed and respected so we can all be more productive and efficient as a

Waitrose's individual reflective report



Conclusion

This experience has been extremely beneficial because it has helped me to be a better manager and leader and showed me how to improve my skills and knowledge for the future. I also believe that it demonstrated me how I can handle things differently and in a better way in the times ahead when working on projects and when being a mentor. For example, I can set goals for the performance of the team members so we can determine the progress and efficiency. I have reflected on my learnings during the course and how it has improved my understanding of the work environment in the real world. Waitrose should keep on developing its culture and structure to remain the most beloved shop for groceries in UK and to continue to have happy and respected employees.

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Assessment 2

Organizational Behavior

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**Analyse the
relationship
between
organisational
structure and
organisational
performance**



Introduction

Organisation structure is a modern concept that determines how successful or unsuccessful an organisation can become in relation to its objectives. According to Coppin (2017), organisational structure refers to the method and direction by which work in an organisation flows. The method and direction that workflows in an organisation bring about different organisational structures, including centralised and decentralised organisational structures. Coppin (2017) believes that how successful an organisation integrates its structure to its goals and objectives determines the level of success for the organisation. According to Coppin (2017), an organisation whose structure supports employees in delivering the best performance helps the organisation succeed. This is because the employees become motivated, and thus, they work extra hard to achieve their own objectives and those of the organisation.

Organisation structure, in relation to organisation's performance, has numerous advantages that it brings forth to the organisation. First, the organisation structure lays down the official reporting relationships between the employees and the managers. Official reporting structures help govern workflow in the organisation, increasing the organisation's performance. Organisation structure also guides the employees on the method and direction they are supposed to follow in accomplishing their tasks.

This report uses Waitrose Limited as a case study to analyse the relationship between organisational structure and an organisation's performance. Waitrose Limited is a supermarket company that was started in 1904 by Wallace Waite, David Taylor, and Arthur Rose. Waitrose Limited has its headquarters in Bracknell, UK, which many outlets spread all over the UK (Waitrose Limited, 2020).

Individual Reflective Report

As a strategic manager at Waitrose Limited, I have learnt that organisational structure is vital in promoting diminishing an organisation's performance. Waitrose Limited uses a centralised organisational structure. The executives and top managers of the company make crucial decisions for the organisation. The same is passed down to be enforced by employees at the lower level of the hierarchy. Although centralised decision making at Waitrose has numerous advantages, including fast decision making, uniformity in action, and flexibility, the company still faces some disadvantages like delays in work and remote control. According to Johnson et al. (2018), job design, departmentalisation, reporting relationships, distributive authority, and position difference are some of the ways that Waitrose organisation structure promotes its performance.

Job design: At Waitrose, every employee has specific duties, roles and responsibilities assigned to them. The job design at Waitrose also defines the measures that are used to determine an employee's level of success. According to Coppin (2017), specifying roles and duties for employees helps reduce conflicts at the workplace as everyone has specific roles and responsibilities assigned to

their position. Job design also helps employees to effectively plan on how they are going to achieve their duties. This helps the employees to accomplish their jobs in time and raise the organisation's performance.

Departmentalisation: Waitrose organisational structure is a hierarchical one. The company has different departments, including marketing and sales, transport, human resource, finance, and operations (Waitrose Limited, 2020). All the departments perform specific different functions, all of which are aimed at making Waitrose successful. The departments have different levels with managers and employees. The managers take instructions from the organisation's executives and execute them in their department to promote efficiency and success at Waitrose. Generally, departmentalisation at Waitrose has helped the flow of work in the company to be seamless. This has, in turn, enhanced organisational performance at Waitrose Limited.

Distributive authority: Besides departmentalisation and job design, Waitrose's organisational structure is also characterised by distributive authority. The executives and top managers of the organisation are occupied with determining the long-term goals of the organisation. Thus, they have limited time to follow up on every task at an individual level. As such, Waitrose executives and managers delegate duties, roles, and responsibilities to persons on the lower rank in the hierarchy. The delegated authority makes the employees feel part and parcel of the organisation, increasing their morale and motivation. Therefore, the employees work hard for the organisation to enhance its performance (Johnson et al., 2018).

Reporting relationships: Lastly, Waitrose Limited organisational structure promotes a friendly working environment in the organisation. The lower-ranked employees in the hierarchy are free to interact with highly positioned employees in the hierarchy. The friendly working environment enables the managers to assign duties to the junior employees effectively and collect feedback from them. Consequently, the friendly working environment enables the lower-ranked employees to approach their seniors and talk to them regarding their challenges in accomplishing their duties (Johnson et al., 2018). The managers then use the employees' feedback to create a friendlier working environment that motivates and encourages the employees to work extra hard. This increases Waitrose's output and performance.

Waitrose's individual reflective report

Conclusion

Generally, there are different organisational structures that an organisation can adopt. The two common organisational structures that most organisations use are centralised organisational structure and decentralised organisational structure. According to Al-Surmi et al. (2020), the type of organisation structure is vital in determining the success of an organisation. Waitrose Limited, a UK-based company, uses a central organisation structure in its if its operations, where the company's executives make all the major decisions of the organisation. To ensure that the employees are motivated, Waitrose Limited uses delegated authority. The delegated authority makes the low-ranked employees at Waitrose Limited feel part of the organisation, work hard, and enhance the organisation's performance.

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Analyse the different tasks and skills, a manager can apply to ensure operational effectiveness



Introduction

The managers in a corporate environment are people who manage the goals and objectives of the organization, and there are really no plans that are assigned to them. In order to achieve this order, supervisors must create and create ways to deal with the association's procedures and ensure that the workforce arrangement works to meet the association's objectives (Shuayto, 2013). The positive part of managers is that they can spread at different levels within the business, which allows them to be able to deal with companies in different divisions. Managers will also have the obligation to complete the evaluation of their group, the interaction of evaluations will be based on the exhibitions of an individual and how they perform their duty.

Individual Reflective Report

Skills of Managers in Ensuring Organisational Effectiveness

A manager who is categorised as effective and as well as that efficient has all the abilities and can perform them to lead the association in an appropriate way. 5 administrative abilities are specialized technical abilities, calculated conceptual abilities, relational interpersonal and communication abilities, dynamic analytical and decision-making abilities (Watson and Reissner, 2014).

Technical Skill

Specialized expertise is information and skills in exercises, including techniques, cycles and systems. Accordingly, it includes working with tools and explicit procedures. Specialized experience is the ability to use specific information, strategies and procedures in each area of exercise.

Conceptual Skill

The conceptual skill experience is the ability to see a 10,000-foot view of the future of the company, in abstract terms, to perceive critical components in each circumstance, and to understand the relationships between components. The calculated expertise is the ability to fully organize and coordinate the advantages and exercises of an association (Bishop et al, 2008). This requires you to be able to imagine the endeavour, to imagine each of the capacities associated with a given circumstance or situation, to see how its parts rely on each other, and to expect what a correction of any of its parts to the whole will mean.

Interpersonal and Communication Skills

The ability to correspond for a manager is an indisputable requirement. The administrator must be able to transmit thoughts and data to other people and receive data and thoughts from others successfully. It is the responsibility of the director to control subordinates and to provide suitable levels of supervisors or managers of what is happening.

Decision-Making Skill

In simple words, it is the responsibility of the administrator to decide on choices that will lead the association to achieve its goals. Dynamic ability is the experience that makes the supervisor ready to accept the openings and dangers

and then choose an appropriate game plan that will deal with them skilfully so that the association can win them over.

Analytical Skills

A proper manager has symptomatic and logical abilities in his packages.

Demonstrative experience suggests the ability to predict the best response to a circumstance (Bishop et al., 2008). Insightful expertise presupposes the ability to distinguish between vital factors in each circumstance. The administrator's indicative experience and insightful abilities help him to distinguish potential ways of dealing with a circumstance. It then also helps the manager to imagine the results or outcomes of these methodologies. This expertise sounds like a dynamic ability, but it is still the expertise needed to stop the choice.

These are the skills that an optimal leader must possess. In case you look adequately closely, we will find that abilities are between related and irreplaceable. The director is delegated to decide on a choice. In this sense, to dwell on the choice, the individual requirements to distinguish a circumstance, which may be opening or danger. The attached information is essential for this as it helps the director to have a full understanding of the association. The administrator cannot choose without diagnostics and damage. Diagnosis and analysis of the circumstance is necessary to deal with a given circumstance and for this data and assets are required. Persuasion, driving, persuasion and getting the best out of them are required (Wheelen, 2018). The administrator cannot just give a choice and sit in this office; he must have specialized abilities to perform the task set by the choice.

Tasks of Managers in Ensuring Organisational Effectiveness

The given departmental or company manager must perform skills such as organizing, sorting, recruiting, coordinating and controlling (Burrow et al., 2017). This capacity load is essential for the easy management of the association and the realization of destinations. Arrangement is needed to set goals and build exercise planning techniques.

The association helps to understand what tasks need to be performed, how to perform them, how to pool orders and where choices need to be made. The staff capacity is basic for using different types of people and performing different principles of management such as plan, organisation, leading, control, and monitoring, etc.

Coordinating abilities require guidance and clarity of subordinates to achieve their goals. The director must play the control capacity to observe the exercises to ensure that they are cultivated as they are arranged and change any major deviations.

Directors have several endeavours that need to be done, but their essential job is to ensure that others do what is assigned to them to achieve the mission and goals of the association. Viable managers/o any form of leader knows what responsibilities to delegate in order to afford the opportunity to design, work with others in the association and project the exhibition to their representatives, setting a point to offer them a sufficient contribution and a chance for improvement (Wheelen, 2018).

Regular management would regularly think that they appoint when they assign tasks to workers. From time to time this only unloads individual. The real name distributes responsibility for results, along with the power to do what is expected to produce ideal results.

Waitrose's individual reflective report

Conclusion

The managers and generally the concept of management would have a responsibility to encourage their representatives to ensure that they are highly prepared, to honour future workers at the company, and to create their own follow-ups when they go out or move on to various associations. The appropriation of responsibility is a significant statement to the representatives about the amount they are trusted with and how equipped and respected they are for them.

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Individual Reflective Report

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**How Leadership
can inspire and
motivate staff
members to
improve
performances**



Introduction

Leadership is an activity of providing guidance, support to individuals so that they can perform assigned work with utmost efficiency. It is related with bringing best out of employees by providing them suitable motivation. With proper leadership, it is possible to develop willingness among employees to perform a particular task. In addition to this, leadership also helps in improving the overall productivity of work force by providing them appropriate direction to align the efforts (Oc, 2018). The present study is based on Waitrose which is a well-known brand of British Supermarkets. It was started in 1904 by John Lewis. It offers food products and acquires a significant share in groceries market of UK. Here, a reflective report has been prepared on the influence of leadership over employees. In this research, I am going to analyze how leadership can inspire and motivate to employees for a particular task and to do better in their workplaces.

Individual Reflective Report

Leadership is a quality of a person to inspire others in such a way that they get ready to perform the required work that is assigned to them. It is about influencing others in an efficient manner. Here, leaders set vision, communicate it to individuals and provide them support at each stage of their future career plans. Leadership is related with motivating workforce rather imposing work on them. In this, leaders try to motivate employees so that they perform assigned work with willingness. For this purpose, leaders set goals and show the direction to employees to convert those goals into reality (Yang and et. al., 2019). In context of Waitrose, leaders are highly effective. They not only set vision but also inspire employees constantly to attain those goals. I personally know the importance of leadership in development and growth of an individual. I worked in the Waitrose for a significant period where I got opportunity to work under guidance great leaders of organization. Here, leaders used to keep us motivated for performing assigned task in best possible way. To bring best out of employees, they also arrange suitable activities. Apart from this, leaders also used appropriate monetary and non-monetary techniques to inspire employees. I worked in Waitrose as an executive marketing manager. I got support and guidance of my leader constantly. They used to set vision for work force. Also, they maintain proper communication with all the employees. They always inspire me and my other colleagues to work with utmost proficiency. With this, I used my maximum capabilities for betterment of organization.

I realized that leaders and employees are significantly connected with each-other. While embarking on a new journey, I was looking for a person who can hold my hands and see me direction. In Waitrose, I got this opportunity to meet with humble, kind leaders who assist me at each & every step. Leaders do not give commands rather they aid complete the commands of higher authorities. This is a reason that employees can maintain positive bond with leaders. In addition to this, leaders are likely to listen the problem of employees and provide

suitable suggestions to address the problem in right manner (Maamari and Saheb, 2018). I got inspired with the leadership practices adopted by leaders of Waitrose. Positive approach, supportive nature of leaders of organization encouraged me to perform effectively. Apart from that, leaders always inspire a person to stay optimistic no matter how many issues must face. I also faced several issues at initial level but able to deal with all the issues significantly with support of my leaders. Rewards play a crucial role in inspiring a person to perform assigned work in best possible way. In Waitrose, leaders not only motivate workforce to work effectively but also provide them suitable rewards, acknowledgement on accomplishment of goals. It is important to get a feeling of self-fulfillment. I have been received several rewards which inspire me to do better in future period. Here, I received opportunities to learn and show my talent to get recognition. Feeling of satisfaction, self-fulfillment inspires me to do something for betterment of my own as well as whole team members. With better and effective leadership, it is possible to improve the competency of such a person who has lack of knowledge and skills.

I know the significance of leadership as it contributed significantly to my own success. I learned a lot from my leaders which is now helping me in having a better understanding of the importance of a team. I learned to always be optimistic in all circumstances as this is motivating not only me but others as well. In addition to this, leaders also helped me in setting appropriate direction and career goals. As a result, I could utilize my capabilities, skills in best possible way. Additionally, leaders guided me at each stage and helped me progress in my studies and career. They also provided me a direction so that I can use my potential for benefit of my own as well as the whole company. Leaders turn me in a highly productive person who always stay motivated and inspire to take challenging tasks and to learn from its mistakes so it can get better. Hence, it is said that leaders play an integral role in motivating and inspiring work force which further lead towards enhancement of overall performance. In Waitrose, leaders are truly great inspiration who always motivate, inspire, and stimulate individuals to embark success in personal and professional life.

Waitrose's individual reflective report

Conclusion

It is concluded that leadership is an activity of guiding, supporting, inspiring as well as leading employees towards attainment of a predefined goal and having successful deadlines and targets achieved. To get success story in current competitive environment, it is important to work under proper guidance and to have a great and reliable team to work with. There is vital discussion about the impact of leadership over employee's motivation. I realized that leadership really helped me in shaping my own career and attaining success in my profession. Excellent leadership inspired me in performing any assigned work in the best possible way.

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An analysis of factors influencing group and team behaviour at Waitrose



Introduction

Business success is a result of many different factors. The organisational management should make sure that all (or most) of them are carefully considered in order to achieve results. Teamwork is the act of cooperation between two or more people towards a specific goal (Harris and Harris 1996). Furthermore, the overall performance is a result of effective teamwork. Each business has its unique specifics that makes it different from the others. Moreover, these specifics tend to vary from one industry to another. As a result, the teams and groups within the business could be influenced by many different factors; however, there are some factors that are universal for every team or group. This report will analyse these factors as well as specific factors influencing the group and team behaviour within Waitrose organisation.

Individual Reflective Report

Factors

a) Task Complexity

According to Jyothi & Parkavi (2016), the success of work tasks heavily depends on proper task management. Each task can have its own specifics. People tend to get nervous when they are pushed by short deadlines or very complex tasks. On the other hand, a job that has been done many times tends to make people more relaxed and confident. Breaking down complex tasks into smaller, less complex and more manageable pieces facilitate the task completion and enhance employee productivity.

b) Available Resource

In certain cases, resources influence the group members and their behaviour. For example, availability of high technology will allow employees to communicate in many ways or channels. Financial resources could also influence certain behaviours. Furthermore, in many cases a limited resource may lead to conflicts caused by the competition within the team. In Waitrose the staff has the privilege to work with the latest possible technologies as a part of John Lewis partnership.

c) Cultural Differences

Cultural differences are also influential to the group behaviour. People from certain backgrounds tend to have their specific behaviour because of their religion or nationality. Waitrose maintains a multicultural environment and believes in team diversity as part of a stronger and more connected workforce. The company respects each employee's cultural, national and religious background and has a very strict policy against racism on any level.

d) Hierarchical Structure of the team of group

Depending on the structure the formal communication and behaviour could be different to some degree. A very bureaucratic structure will lead to very strict and formal behaviour from the group members (Frederickson, et al., 2003). On the

other hand, a more decentralised structure with less formality will provoke very relaxed behaviour from the group members. If the structure changes in Waitrose that may lead to changes in the behaviour of the group. The British grocery brand should make an adequate audition of its organisational structure and implement changes wherever needed.

e) Size of the group

People tend to behave with more confidence within small groups. In many cases the size of the group also plays a role in employees' behaviour. In order to enhance productivity and employee satisfaction, bigger companies should divide their workforce into smaller teams each of which has its own team leader. This makes employees more manageable and increases team members' well-being.

f) Leadership

An adequate company hierarchy is extremely important for creating a positive work environment and a successful business organisation (Robbins and Mary, 2014). According to Blisi et al. (2007), leadership is the ability to influence the behaviour of others. In this relation the leadership is very influential within the context of the team. In Waitrose the leadership of the CEO and all department managers is essential. The example given by them can stimulate employees in their work through personal examples, public speeches, private meetings, thus the performance of each team can be enhanced.

g) Management

The role of the manager is probably the most significant in the behaviour of the team members. It is because of the authority of the manager and its power to plan, organise and control the working process within the group (Mullins, 2016). The manager is the one who is delegating the tasks, thus defining the role of each group member. That process must be very accurate. The manager must consider the skills, knowledge and other personal attributes of each member before assigning the role to the employee.

The Belbin's team roles model is an effective tool that can be very useful to the Waitrose management in the building of successful teams (Belbin, 1981).

h) Environmental factors

Environment also has an influence on group and team behaviour. If the members of the team feel unsafe or insecure, they will not be able to perform their work in the best possible way. On the other hand, a company that offers the best possible work environment could influence employees' behaviour in a positive way. For that to happen, management should provide adequate breaks, drinks and snacks, optimal ambient temperature and employee support.

Waitrose's individual reflective report

The group performance within the businesses is important for the success of the organisation. Moreover, group members tend to feel more satisfied with the job when they are part of a good team where they are respected by the group leaders and other members. In this regard the management of the organisations should always consider all influential factors over the behaviour of the members.

Conclusion

Waitrose is a supermarket with very strong positions within the grocery retail industry. It is among the top UK brands and is a preferred grocery shop to many. Throughout the years the brand had its ups and downs due to changes in structure and staff organisation, but it managed to overcome the obstacles and is now on the right path towards further strengthening its competitive advantage.

A good move of the Waitrose management is the formation of a positive work environment where staff members are respected and given the opportunity to perform at their best. This is not only beneficial for the workforce but also for the future of the brand. The supermarket retailer should continue improving the culture, management structure and work environment in order to stay competitive and be a favourite place not only for shopping but also for working at.

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Conclusion

The presentation is the result of team effort and collaboration of more than one student. The key findings of the report include the understanding of contemporary approaches of organizational behaviour and identify key areas for applications. To explain to concept precisely, the report has chosen the example of Waitrose, one of the leading retail companies in the UK. The report then discussed and analyse the relationship between the structure and performance of Waitrose. In this part, the report included Waitrose's profile, history, products, services, competencies and market share. When explaining Waitrose's structure and strategy, it highlighted different elements of organizational structure, functional structure and matrix structure. The report outlined different activities like roles, rules and responsibilities performed to achieve various objectives. It then mentioned the negative and positive impacts of organizational structure on performance. It has been learnt that managers are some of the key professionals within an organization and their knowledge, skills and experience impact operations in many ways. In this report, the job role of a manager at Waitrose has been discussed thoroughly. It said that managers of a large retail company like Waitrose should have all key managerial skills like decision-making, time management, delegation and business planning. When discussing the skills and abilities of a manager at Waitrose, it emphasised academic theories and said that the effectiveness of organizational management does not only depend on fundamental skills but also depend on technical, conceptual and interpersonal skills and abilities (Bishop et al. 2008). When explaining the technical skills of a manager, the report includes that technical skills of a manager refer to knowledge, skills, experience and understanding about the procedure, processes and methods. Likewise, it stressed conceptual skills and said that the skill help manager to gain an insight into the purpose and objectives of the project he/she is assigned with. One of the key purposes of the report is to discuss and highlight some essential skills a manager at a large organization like Waitrose should have to manage operation and employee engagement. It mentioned how important it is for a manager to have interpersonal and good communication skills. When explaining decision-making skills, the report said that a manager must know how to leverage the available resources and environment and make decisions that can lead to the attainment of achievements. It added the manager should have additional skills in the contemporary business environment. The manager must know how to visualise a response from a situation based on diagnostics and analytics (Wheelen, 2018).

When evaluating different tasks a manager can apply to ensure operational effectiveness in Waitrose, the report mentioned four basic functions. It explained saying as the four basic functions are planning, human resources, leadership and control. It explained that planning is a key job responsibility of a manager and he/she should know how to create an effective plan according to organizational objectives. When explaining human resources, it added that a manager needs to focus on human resource activities to ensure to flow of talented and skilled candidates. Skilled and talented employees can make the tasks of a manager easy and simple. Leadership is one of the most noteworthy skills a manager should

have especially when he/she is managing a large organization like Waitrose. The report stressed that leadership skills help a manager to manage employees or teams efficiently. A manager should have the ability to act as a good leader. A manager knows how to manage and control an entire project by motivating the team, tracking progress and monitoring the deadline (Burrow, Kleindl and Becraft, 2017). After this, the report defined and explained different leadership styles. It included the leadership types of Kurt Lewin, where it mentioned four key leadership styles applicable to contemporary businesses. Autocratic, democratic, transformational and Laissez-faire are the four leadership styles discussed in this report. When discussing Waitrose's leadership style, the report explained why a large organization like Waitrose needs democratic leadership approach. It added that leadership is the key to good performance and a large organization requires a democratic leadership style. This is because, under democratic leadership, employees can be motivated and turn out to be high performing. One of the best things about democratic leadership is that it gives everyone chances to grow and contribute to organizational success. In the "Factors Influencing Group and Team Behaviour" part, the report talks about factors like task complexity, available resource, cultural differences, hierarchical structure of the team or group, size of the group, leadership, management and environmental factors. From this part, it has been learnt that what types of factors influence team or group behaviour at the workplace. When explaining task complexity, the report brought an example and said that a tight work schedule and short deadline can make employees nervous. Employees can even lose confidence when dealing with complex tasks. It explained how the availability of limited resources can lead to resentment and conflicts among employees. It has been learnt that cultural differences at the workplace can also influence the behaviour of the employees. From this part, students can learn how the structure and size of an organization can influence employee behaviour and impact operations. The report said that small groups are happier than large groups at a workplace. When talking about the leadership factor, the report added that the quality of leadership can determine the success of an organization. It is said that good leaders may have the ability to stimulate team members, while the style of leadership can influence the behaviour in many ways.

Likewise, it has been learnt from the report that management and environmental factors can also influence the behaviour of teams or groups at a workplace. It said that if a manager does not know how to assign the right job to the right people, resentment, disagreement and ultimately conflict can arise. When talking about environmental factors, the report explained how the right environment can make employees relaxed and motivated and why organizations should focus on this factor. The outcome of the report will help students to learn many valuable concepts regarding organizational structure, culture, people, performance, essential nature of managerial work and factors that influence the behaviour of employees at a workplace.

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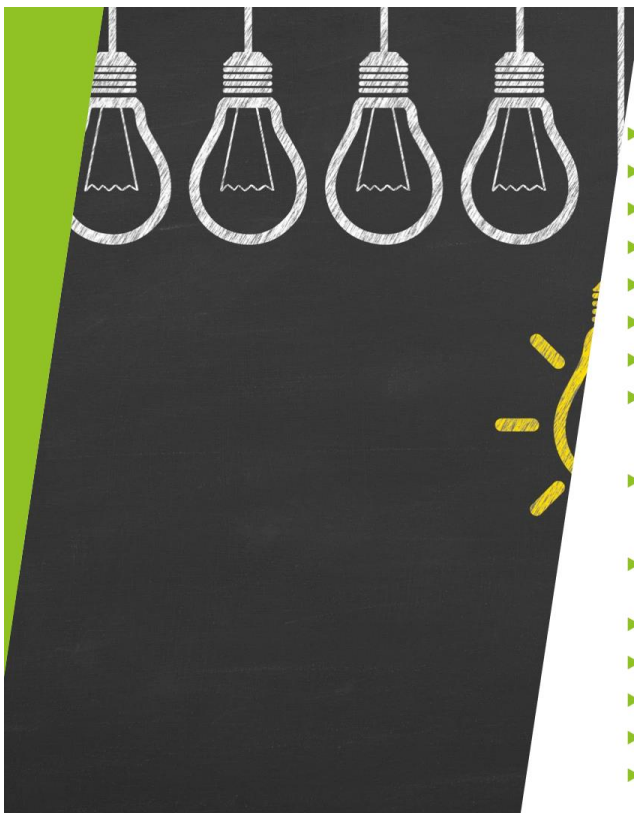
Student Name	ID	Topic
Valeria Peeva	2029005	A profile of chosen organisation from retail sector in the UK, Introduction, Content, Waitrose's profile and history, Product/services, competencies and market share and Questions
Stanislava Boneva	2028273	Analyse the relationship between organisational structure and organisational performance
Nevyan Gospodinov	2028270	Analyse the different tasks and Skills, a manager can apply to ensure operational effectiveness in the chosen organisation
Momchil Kostadinov	2028013	How Leadership can inspire and motivate staff members to improve performances
Petyo Marinov	1917136	An analysis of factors influencing Group and team behaviours
Laurentiu Goicea	2029362	Conclusion

Assessment 2 - Organizational Behavior

- Course: BA Business Management
- Module: Introducing the Modern Workplace
- Teacher: Olusoyi Ashaye
- Date: 22/08/2021

WAITROSE
& PARTNERS

1



Content

- Waitrose's profile and history
- Product/services, competencies and market share
- Organisational Structure and Strategy
- Elements of Organisational Structure
- Functional Structure
- Matrix Structure
- Organisational Structure and Performance
- Analyse the different skills a manager can apply to ensure operational effectiveness in the chosen organisation
- Evaluate the different tasks a manager can apply to ensure operational effectiveness in the chosen organisation
- How Leadership can inspire and motivate staff members to improve performances
- Waitrose leadership style
- Factors influencing Group and Team Behaviour
- Conclusion
- Questions
- Reference List

Waitrose's profile and history

- ▶ Waitrose was founded in 1904 and began as a small grocery store in London
- ▶ The company is the upmarket food retail of John Lewis Partnership since 1937
- ▶ It's UK's most widely known employee-owned company
- ▶ Waitrose put its company culture first
- ▶ The Culture is: A belief in quality and customer service
- ▶ The profit is given to the staff as an annual bonus
- ▶ Leisure activities are sponsored by the company for the team

The London-based food business the Partnership acquired on 1 October 1937 comprised 10 counter-service grocery and provision shops that were turning over £167,000 a year. Today, Waitrose has an annual turnover of £2.8 billion and nearly 300 branches throughout England, Scotland and Wales, ranging in size from 7,000 square feet to approximately 56,000 square feet.

So how did it all begin? Wallace Waite, Arthur Rose and David Taylor opened their first small grocery shop at 263 Acton Hill, West London, in 1904. It was a rapidly growing, middle-class area, and, during those first years, the small

Dimlich and Windsor. However, trade proved difficult in the 1920s, while ill health forced Arthur Rose to withdraw from the business. Several shops had to be disposed of, including the original one on Acton Hill.

Wallace Waite was undaunted. The branch opened in Gerrards Cross in 1928 was heralded as a "marble palace", with five departments under one roof. Orders could be telephoned and delivered daily. Personal shoppers were greeted with old-world courtesy and encouraged to sit while they waited. Credit was freely available. Potted palms added a touch of greenery to the marble and tiled interior.

Hours of work were long, and he modern

Mr Waite was awarded an MBE for his work in promoting the sale of British and Empire produce in the 1930s. His shops often won prizes for window displays of such merchandise, but the prime consideration was quality. There were more than 20 own-brand labels such as Round Tower, Cathedral and Sunnyside. Tea was specially blended to match local water supplies; coffee was roasted and freshly ground for each customer.

It was a matter of particular pride to Mr Waite that he held a royal warrant as a supplier of groceries and provisions to King George V. Queen Mary sometimes visited the Windsor shop to buy a special kind of home scones that she favoured.

different careers, the future of the family business was uncertain. Another way of securing its continuation had to be found.

IN PARTNERSHIP...
A chance meeting with two senior Partners

outside the home, at 3 cars, refrigerators and freezers all played a part in the trend towards buying ready-packaged food in more bulk at less frequent intervals. Self-service was the logical response. The first Waitrose self-service shop was

specially designed larger units with wider aisles, and the Partnership's first "supermarket" opened at Streatham on 6 September 1955. By 1959, there were 27 Waitrose outlets: seven supermarkets, 10 self-service branches and 10 surviving

Product/services, competencies and market share

- ▶ The healthy and fresh products is why everyone is buying from Waitrose
- ▶ Waitrose has restored the UK's assurance in meat
- ▶ The market share of the UK organics is over 18%
- ▶ The fastest rising online retailer
- ▶ Supportive of the communities and the environment
- ▶ Selected as the most favourite grocer of UK
- ▶ Having a high-quality foods and service
- ▶ Two factor theory (motivation-hygiene) by Frederick Herzberg
- ▶ Maslow's Hierarchy Of Needs For Waitrose

Introduction and elements of organisational structure

Organizational Structure & Strategy

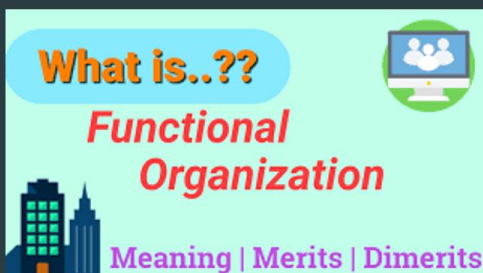


- ▶ Organisational structure includes an outline of activities to help achieve the set objectives.
- ▶ The activities include roles, rules and responsibilities.
- ▶ Organisational structure impacts performance positively or negatively.
- ▶ Performance reviews ensure the best service is offered to customers.
- ▶ Elements are:

- 1 • Chain of command
- 2 • Job designs
- 3 • Delegation
- 4 • Span of control
- 5 • Departmentation

Functional Structure

- Departments are created based on common job functions.
- Allows employees to work with same skills.
- It however hinders creativity and growth.
- It also creates barriers with other departments.



Matrix Structure

- There are no hierarchal models.
- There is two-way reporting relationship.
- It allows easy flow of communication and flexible decision making.
- It is however complex for employees.
- No accountability during crisis.



Organisational Structure and Performance



- The structure chosen allows for easy communication and decision-making processes.
- Good performance give organisations a competitive edge in the industry.
- The right structure will ensure employees get the best support from the managers.

7

Analyse the different skills a manager can apply to ensure operational effectiveness in the chosen organisation

- ▶ Definition of managerial skills - abilities inclusive of decision-making, communication, time management, delegation, and business planning.
- ▶ Effective organizational management based on the fundamental of also technical, conceptual and interpersonal skills/abilities (Bishop et al., 2008).
- ▶ Technical skills - defined as proficiency and information regarding procedures, processes and methods.
- ▶ Conceptual skills - defined as ability or skill to coordinate into properly integrate the interest in activities of the organization.

8

Types of skills

Interpersonal and proper communication skills - defined as integration of information, data and concepts or ideas for the receiving of information properly into giving it effectively.

Decision making skills - defined as the act of creating an environment would affect your decision-making that leads and organization towards attainment of achievements or its goals.

An additional skill in the contemporary business environment - the scale to visualize a response from a situation in accordance with diagnostics and data analytics (Wheelen, 2018).

The last skill defined as diagnostics and analytical skills and most prominent in organisations with technological developments.

9

Evaluate the different tasks a manager can apply to ensure operational effectiveness in the chosen organisation

- ▶ Tasks of most management based on four basic functions to achieve efficiency and effectiveness of operations undertaken in the organization.
- ▶ The first task is planning activities, processes and other relevant operational information and data necessary.
- ▶ The second task is the organization of human resources, material and nonmaterial resources and the timings for each task to be completed.
- ▶ The third task is leading for ensuring all the workers provide the necessary output.
- ▶ The final task is controlling for the maintenance of the processes and monitoring the deadlines (Burrow, Kleindl and Becraft, 2017).

10

How Leadership can inspire and motivate staff members to improve performances



- ▶ What is Leadership?
- ▶ The Leadership Styles (Kurt Lewin in 1939)
 - Autocratic (Focused on the Leader)
 - Democratic (Focused on the team with decision making shared across the team)
 - Transformational (Models behavior, sets clear goals, has high expectations, and offers support)
 - Laissez-Faire (The leader allows the team to self-direct)

11

Waitrose leadership style

- ▶ Leadership is key to good performance.
- ▶ Waitrose is more in the democratic leadership approach
- ▶ Because of that the team can be higher performing and more motivated as everyone has the chance to contribute and achieve.
- ▶ Waitrose Leadership Scheme
- ▶ Great teams' relationship

12

Factors influencing Group and Team Behaviour

Definition - Teamwork is the act of cooperation between two or more people towards specific goal (Harris and Harris 1996).

Task Complexity

- ▶ Short Deadlines make employees nervous
- ▶ Very complex tasks tend to employees' people less confident

Available Resource

- ▶ High-technology
- ▶ Financial resources
- ▶ Limited resources may cause conflicts



13

Factors influencing Group and Team Behavior

Cultural Differences

- ▶ Religious issues

Hierarchical Structure of the team of group

- ▶ Bureaucratic structure
- ▶ Less Bureaucratic structure

Size of the group

- ▶ Small groups lead to bigger employee satisfaction
- ▶ Big groups create poor communication
- ▶ Workforce should be divided into smaller teams



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Factors influencing Group and Team Behaviour

Leadership

- ▶ Leader may stimulate group members
- ▶ Leadership styles shape the group behavior

Management

- ▶ Manager assign roles and responsibilities
- ▶ Should be focused on employee satisfaction

Environmental factors

- ▶ Safe environment makes people relaxed
- ▶ Positive work environment is vital



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Conclusion

1. The presentation is the result of team effort and collaboration of more than one student
2. It includes the understanding of contemporary approaches of organizational behaviour and identify key areas for applications.
 - To explain to concept precisely, the report has chosen the example of Waitrose.
 - It then mentioned the negative and positive impacts of organizational structure on performance.
 - It mentioned how important it is for a manager to have interpersonal and good communication skills
 - It evaluated different tasks a manager can apply to ensure operational effectiveness in Waitrose.

The report defined and explained different leadership styles

The report explained why a large organization like Waitrose needs democratic leadership approach

It explained what types of factors influence team or group behaviour at the workplace

It tells how the structure and size of an organization can influence employee behaviour

It added that management and environmental factors can also influence the behaviour of teams or groups at a workplace

It will help to learn many valuable concepts regarding organizational structure, culture, people, performance, essential nature of managerial work and factors that influence the behaviour of employees at a workplace.

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Thank you!

Questions?

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